



Acing Your Board Candidate Interview

5 Important Focus Areas to Confidently Make a Lasting Impression



with Mark A. Pfister

 Webinar Start Countdown



— WEBINAR REMINDERS —

a few points to mention

- **Purpose:** Share focus areas and approaches **to confidently make a lasting impression in your Board candidate interviews.**
- **Questions:** Write your questions in the Q&A section. Our goal is to answer all questions at the close of the presentation. Otherwise, we will follow-up with you via email afterwards.
- **Materials:** Yes, this entire webinar is being recorded, and you will receive a link via email shortly. This link will also include the ability to view & download the presentation deck in its own separate file.
- **International Board Director Competency Designation:** IBDC.D certification holders will receive 1 CPE credit by attending (be sure to follow proper CPE credit submission guidelines).



YOUR SPEAKER & HOST



Mark A. Pfister

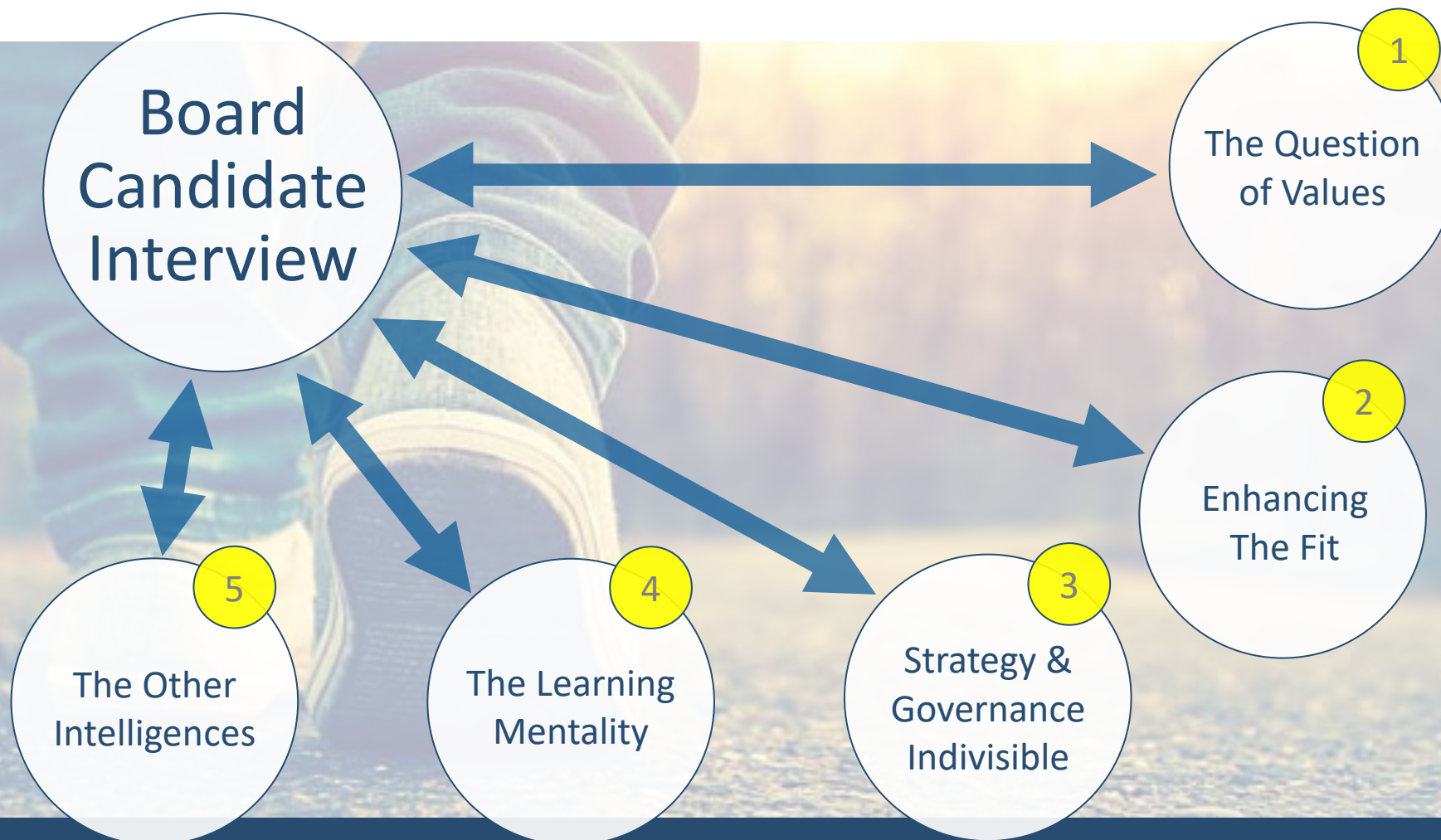
Non-Executive Director, CEO,
& Chief Board Consultant

M. A. Pfister Strategy Group /
International Board Director Competency Designation (IBDC.D)

- Governance & Strategy expert, Non-Executive Director, & Chief Board Consultant having consulted & advised hundreds of public, private, PE, and nonprofit Boards.
- He is known as “*The Board Architect*” for his work in defining the structural components of effective Boards.
- His book, ‘*Across The Board: The Modern Architecture Behind an Effective Board of Directors*,’ is a bestseller with circulation in over 70 countries.
- He is the creator of the *International Board Director Competency Designation* (IBDC.D), a globally-recognized Board and Board Director education & certification.

GOALS

what to walk away with from today's discussion...



Results of a small poll



— GETTING TO THE INTERVIEW —

the prerequisites

The largest hurdle for most Board Candidates is actually getting called for an interview!

Why?

Because most aspiring as well as experienced Directors are not aware of proper and modern Board Candidate packaging principles...

Want to properly package yourself? See the premier way to do so here:
[*Becoming an Exceptional Board Director Candidate Coaching & Certification Course*](#)



GETTING TO THE INTERVIEW

the prerequisites

Avoid these common
Board Candidate pitfalls



Want to properly package yourself? See the premier way to do so here:

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— GETTING TO THE INTERVIEW —

the prerequisites

For the remainder of our discussion today, we are going to assume that you have **packaged yourself properly** and got called for an interview...

Want to properly package yourself? See the premier way to do so here:
[Becoming an Exceptional Board Director Candidate Coaching & Certification Course](#)



1

The Question of Values



— THE QUESTION OF VALUES —

alignment



Rule #1

The positioning of Board & organization values with Board Candidate values is an important alignment

— THE QUESTION OF VALUES —

alignment

Initially, laser-focus the interview discussion on your personal values superimposed over the organization's and Board's values.

Validates
Values
Alignment

Exhibits
Integrity
& Purpose

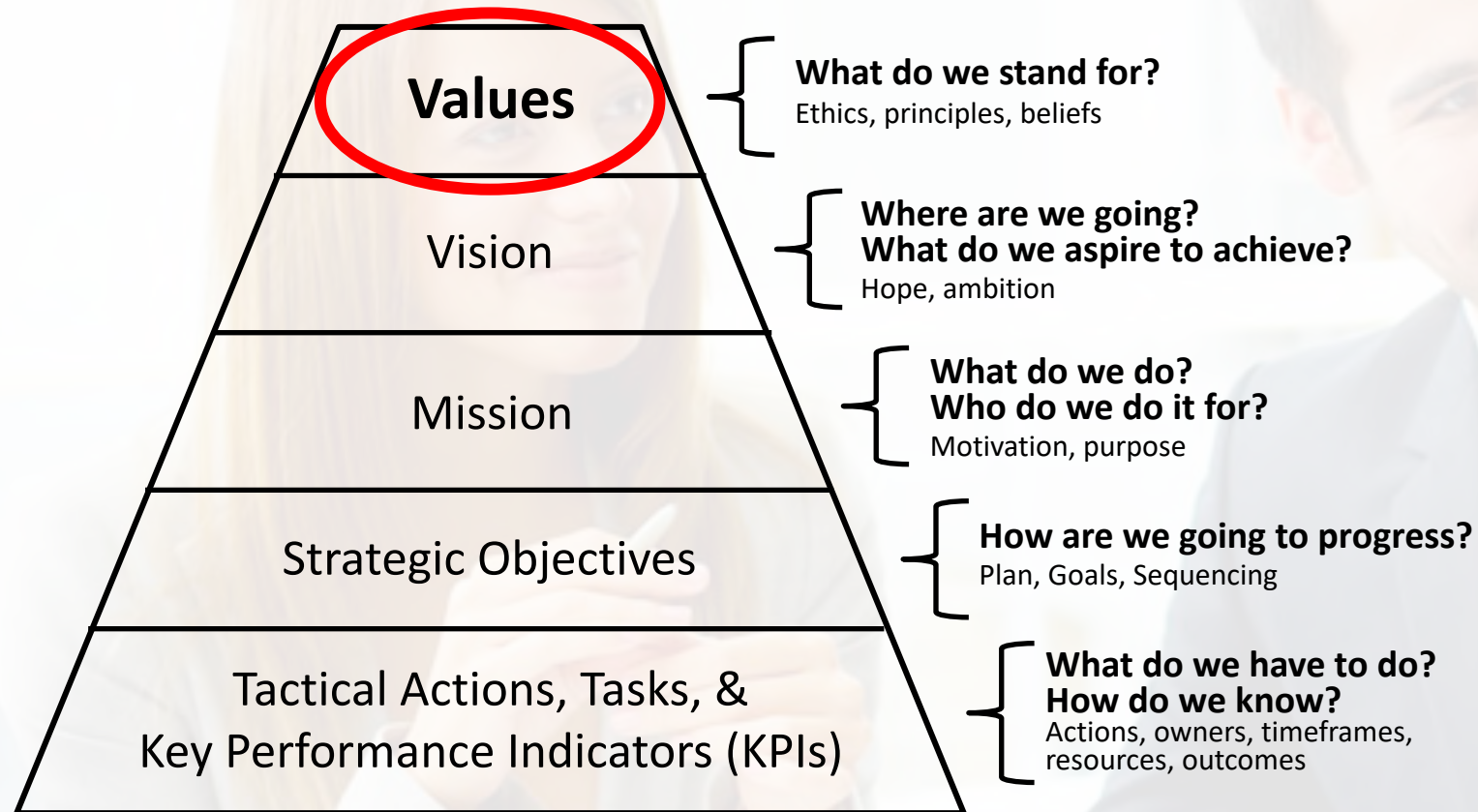
Confirms
depth of
character

Savvy search & placement companies, as well as mature Nominating Committees, understand that aligned values are the foundation for a strong culture - and the Board owns this important responsibility.

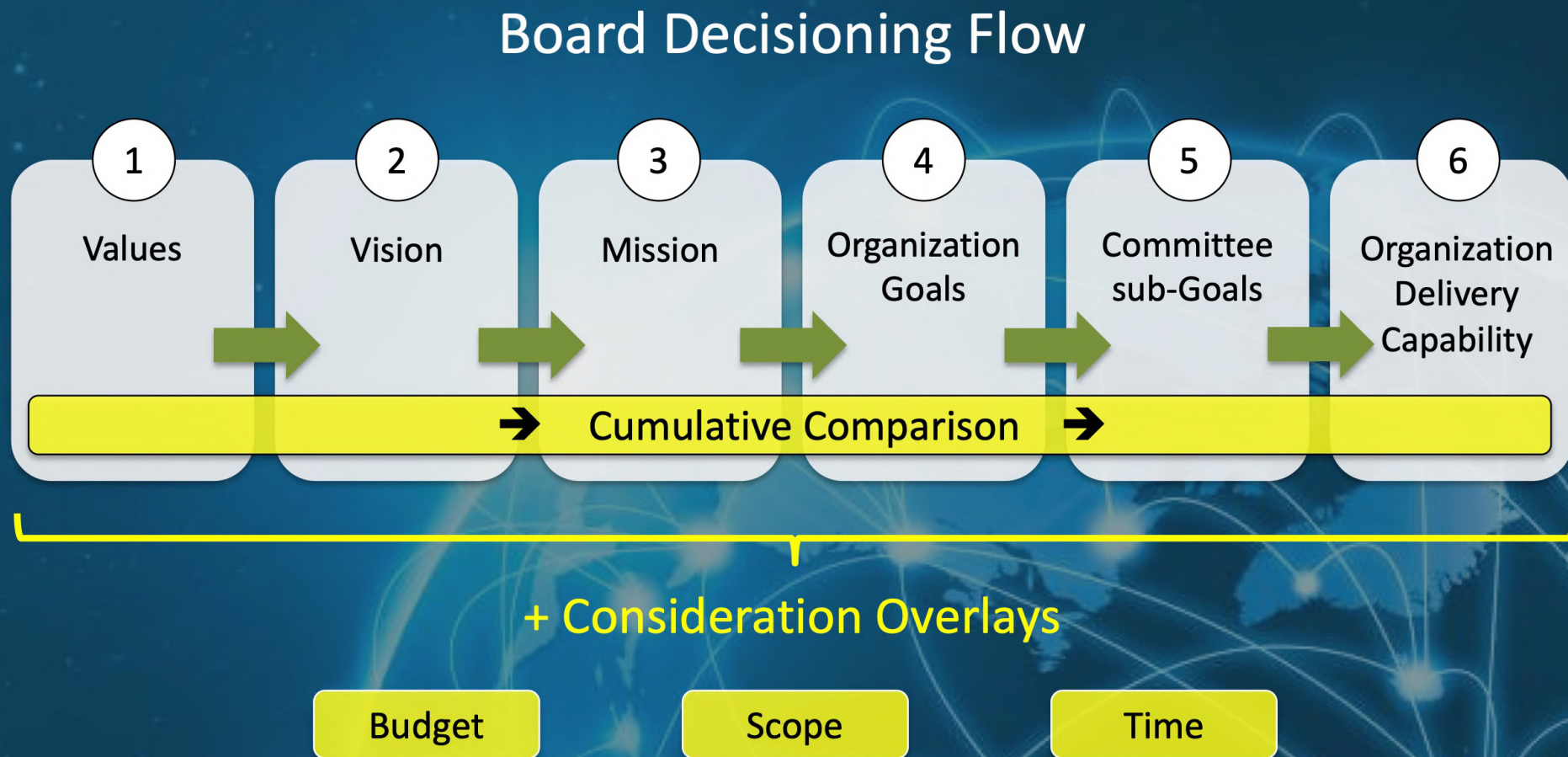
Values = Culture = Lower Organization Risk

— THE QUESTION OF VALUES —

alignment

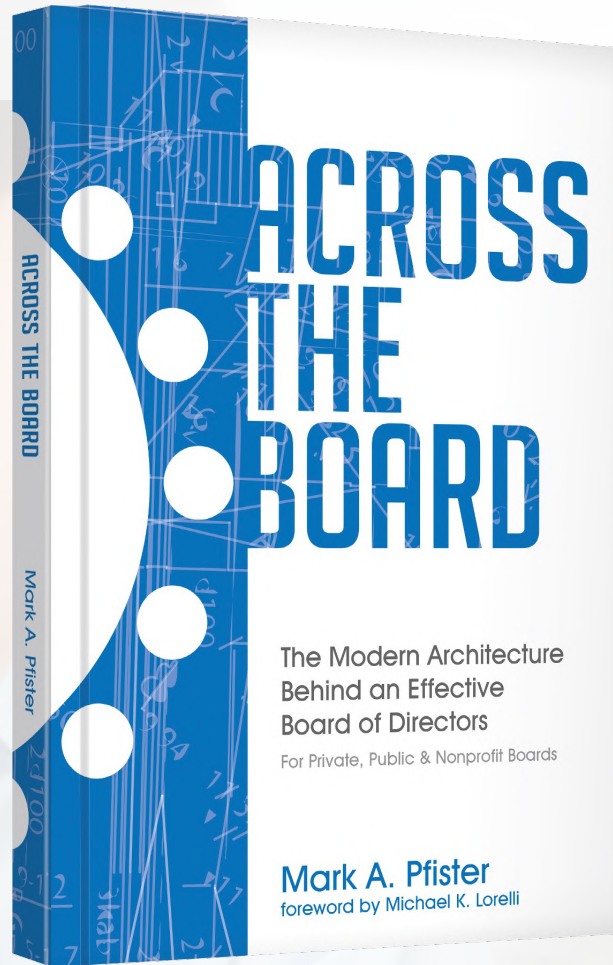


Read my article: [‘The Story of Company Values’](#)



— THE QUESTION OF VALUES —

alignment



As I mention in my book:

"...when interviewing Board Candidates, first and foremost look for passion and interest in the organization's values, vision, and mission.

I have personally become wary of Board candidates who, in their first 3 - 5 questions or comments, don't directly address the company's values or simply never address them at all throughout any discussions.

This is a bellwether pointing to a lack of fundamental governance knowledge and almost certainly a seed for future misalignment of interests."

Read all about modern Board architecture: <https://www.pfisterstrategy.com/books>



2

Enhance the Fit

— ENHANCE THE FIT —

where you add value



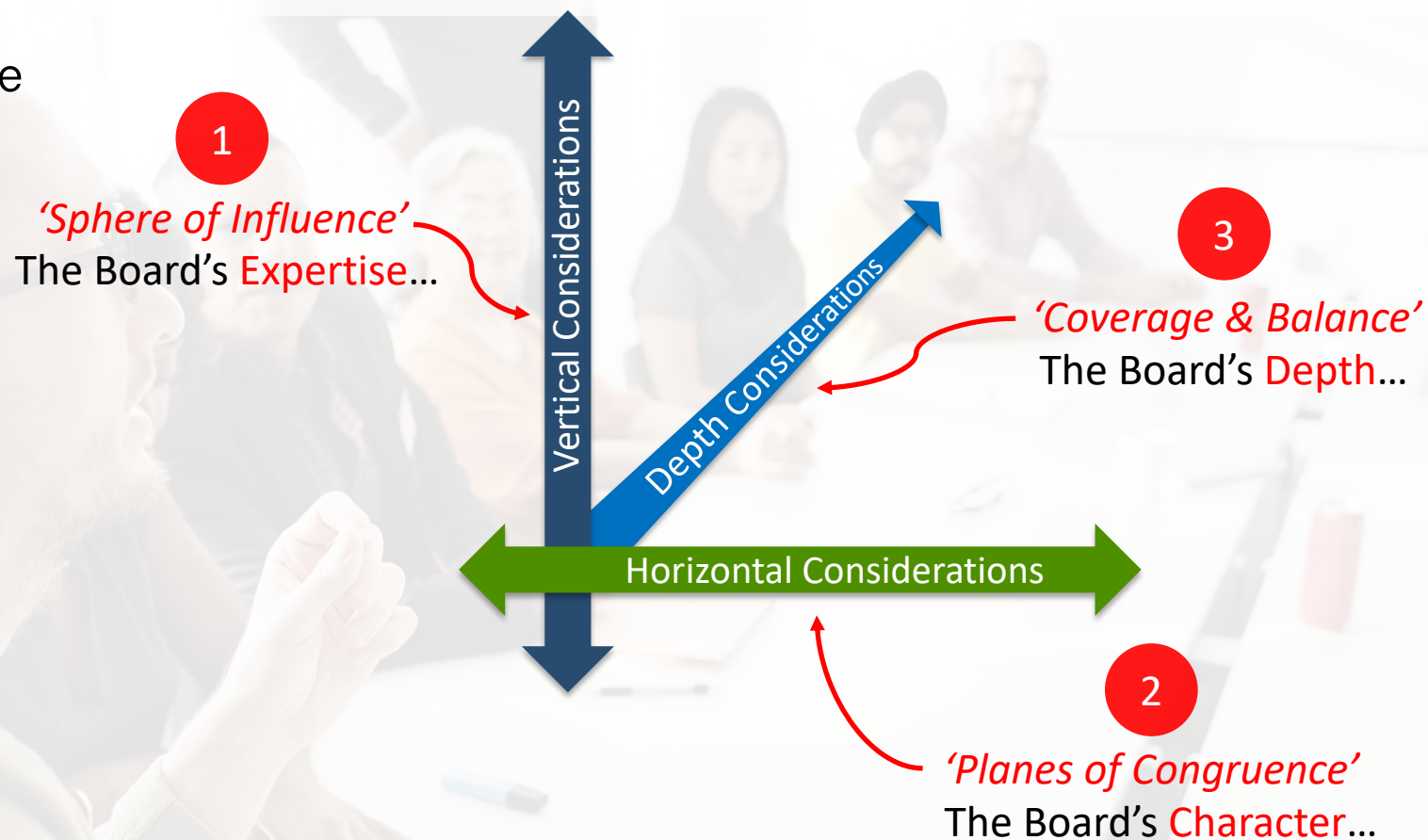
Rule #2

Show exactly where & how you fit as well
as how you will elevate the Board

— ENHANCE THE FIT —

where you add value

Proper Board architecture
structural focus areas

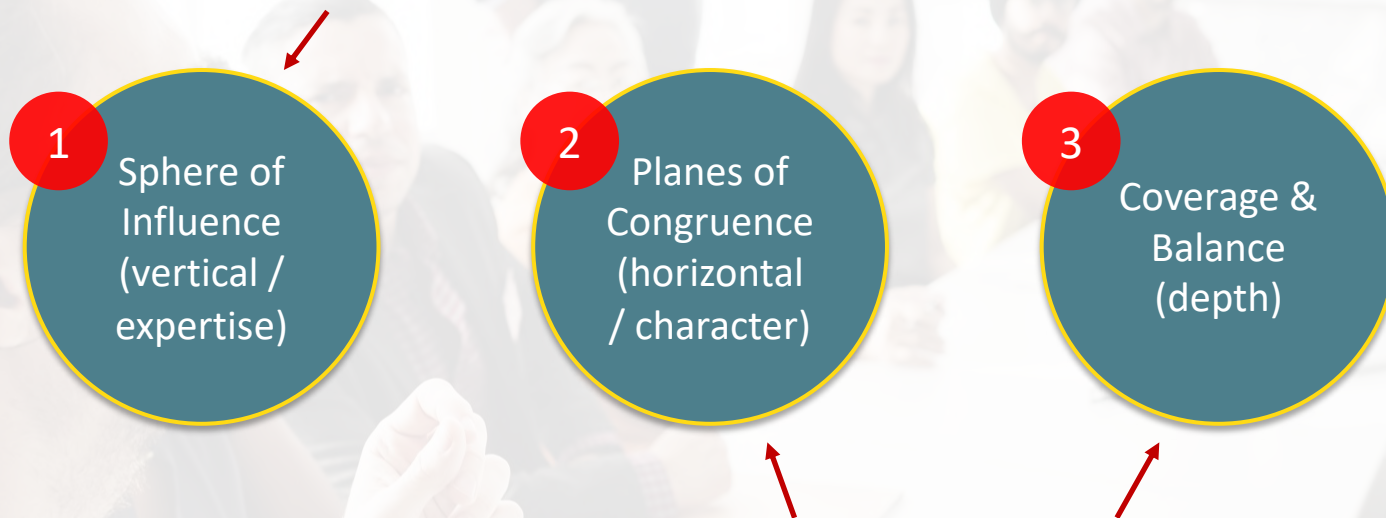


Read all about modern Board architecture: <https://www.pfisterstrategy.com/books>

— ENHANCE THE FIT —

where you add value

Most Boards have a fairly good idea of the skill set and experience level they desire in a Board Candidate...



...but most Boards sorely lack in the understanding of how a new member can enhance the **character** and **depth** of the overall Board

Read all about modern Board architecture: <https://www.pfisterstrategy.com/books>

where you add value



This is where you, as a Board Candidate, can shine by:

Performing a study of the existing Board's **expertise** (vertical) makeup, and also the Board's **horizontal** and **depth** makeup:

- ✓ Highlight exactly where you envision your enhanced fit, potentially filling some gaps unknown even to the Board.
- ✓ Spend the time to outline exactly how you will enhance the Board in both of these areas and discuss during your interview.

Read all about modern Board architecture: <https://www.pfisterstrategy.com/books>

3

Strategy & Governance Indivisible

know the linkage



Rule #3

Make extremely clear your proficiency in the understanding of the interrelation between strategy and governance

know the linkage

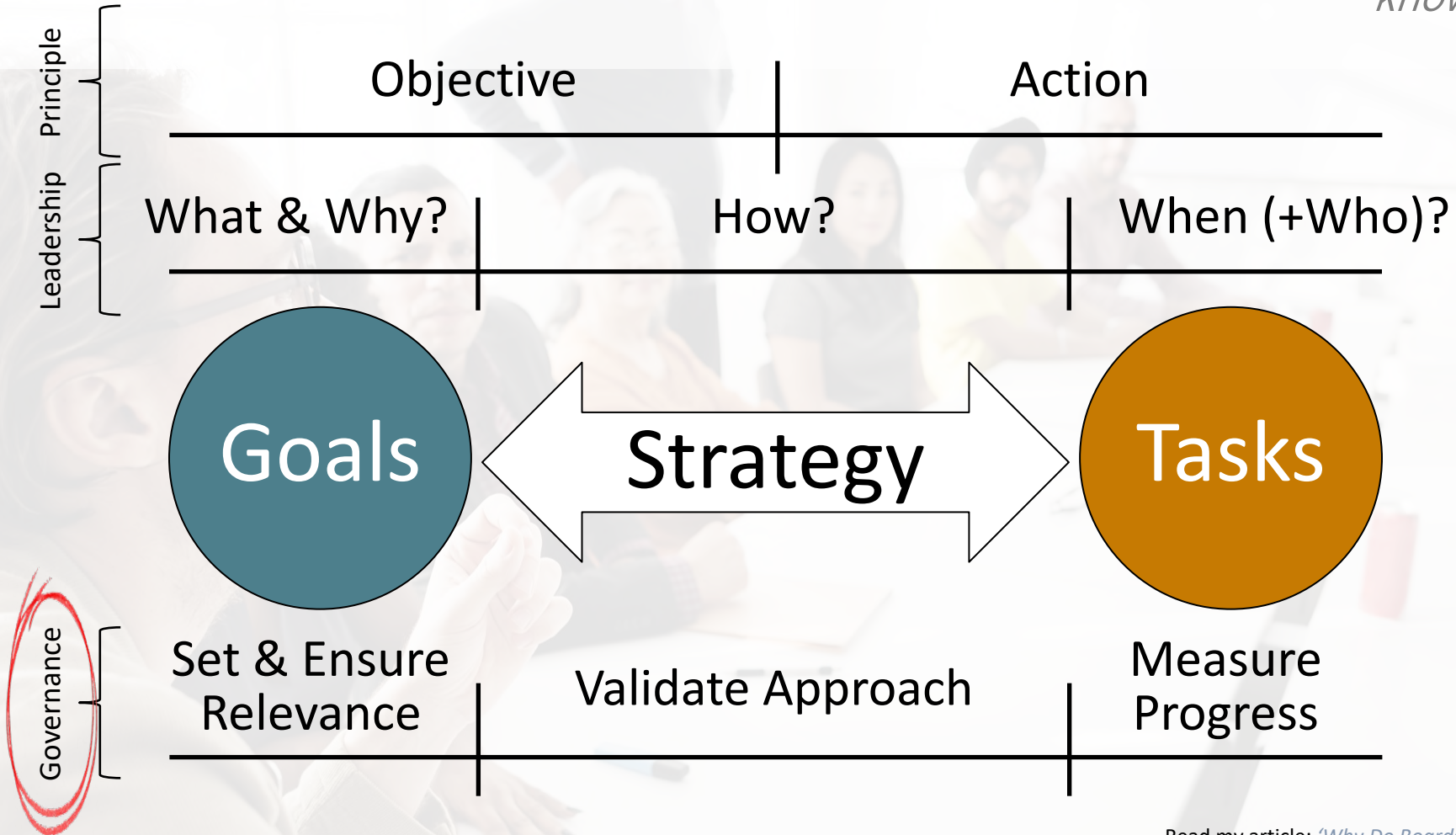
All too often, a Board Candidate's claim in an interview of being highly adept in governance is followed with clear lack of strategic understanding when probed more deeply...



Board Directors must be knowledgeable and skilled in both strategy *and* governance. After all, **you can't oversee the components of a robust strategy if you don't know exactly what strategy is - and how it is related to proper governance.**

STRATEGY & GOVERNANCE

know the linkage



Read my article: [‘Why Do Boards Continue to Struggle With Strategy?’](#)

know the linkage

Deeply prepare yourself for questions in this strategy/governance area, inclusive of researching anything published on the organization's strategy, prior to the interview.

The ability to make real-life references, correlations, and comparisons during a Board interview goes a long way.

Watch the recorded webinar: [Becoming The Strategic Executive](#)



know the linkage



A good interviewer may:

- ...Take the approach of alternating questions between **strategic vs. tactical** instances as well as **strategic vs. governance** scenarios. This is used to understand if you, as a Board Candidate, have in-depth experience and abilities in the leadership space.
- ...See if you get the *hint* that questions are switching gears and that you are able to account for this in your responses. Always ensure that the level of your response accounts for the '**noses in, fingers out**' approach to ensure you convey the proper Board understanding and involvement.

Watch the recorded webinar: [Exceptional Board Governance](#)

4

The Learning Mentality



— THE LEARNING MENTALITY —

embracing continuous improvement



Rule #4

“Qualified is no longer a destination, but more so a continuous journey”

— THE LEARNING MENTALITY —

embracing continuous improvement

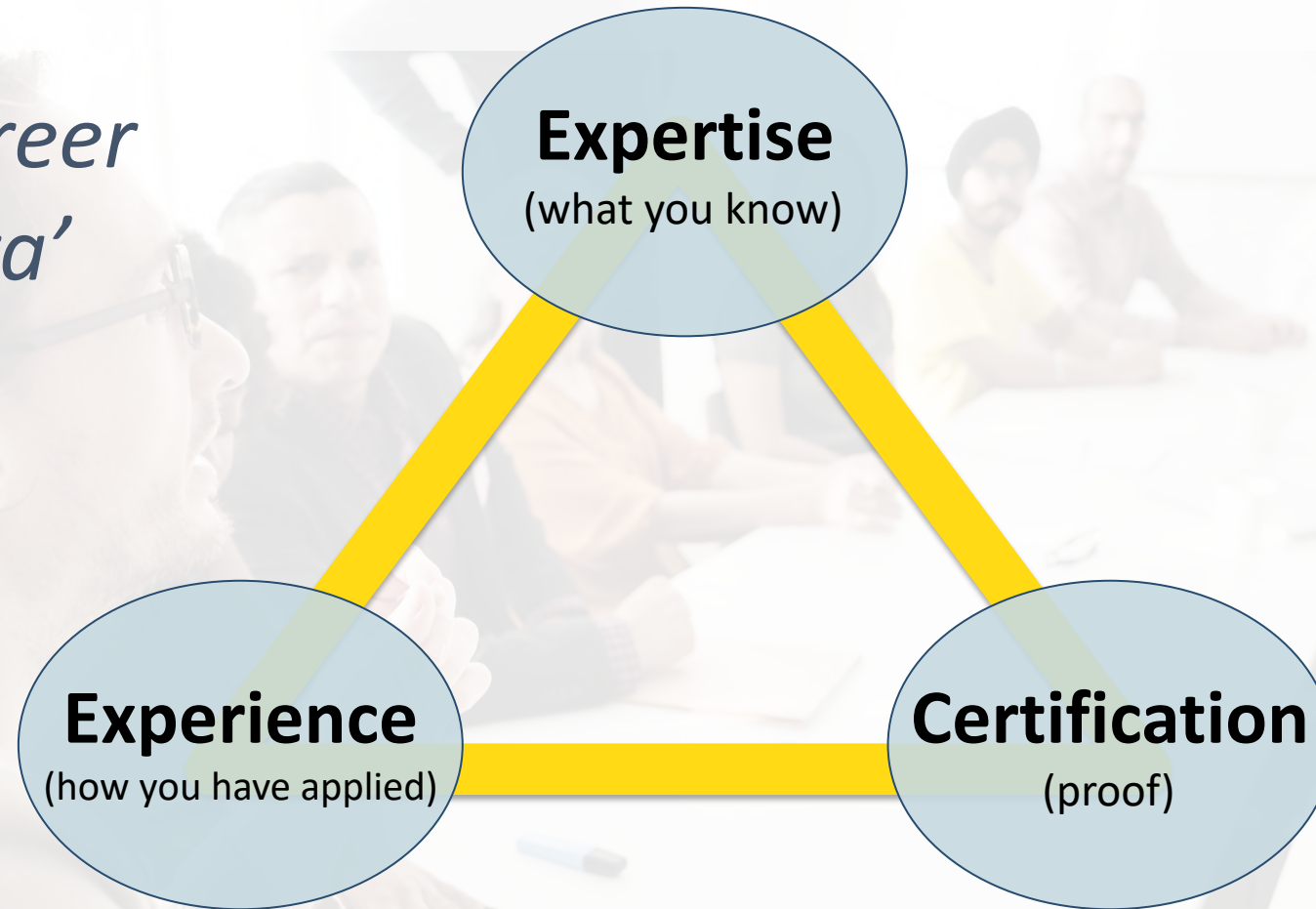
Board Director candidates who prioritize learning show:

- ✓ Their involvement in Board Directorship is viewed as a discipline, not a hobby.
- ✓ An understanding that the Board vertical is quickly changing and evolving.
- ✓ Their commitment to the profession and their role.
- ✓ An increasing value to the companies served.

— THE LEARNING MENTALITY —

embracing continuous improvement

‘The Career Trifecta’



Read my article: [‘The Serious Board Candidate & The Career Trifecta’](#)

— THE LEARNING MENTALITY —

embracing continuous improvement

A good interviewer knows:

- ...An ideal Board Candidate is searching for ways to increase knowledge and have an opportunity to apply it. Boards, as well as incoming Board Members, who foster and sponsor a learning environment not only raise applicable knowledge that can be applied to the organization, but indirectly elevate camaraderie between Board Members.
- ...To look for Board Candidates who inherently allocate resources for ongoing education and haven't forgotten that the current accelerating speed of change makes it a requirement for effective Board Directorship.

Don't forget to deeply research the organization you are interviewing for!!!

5

The Other Intelligences

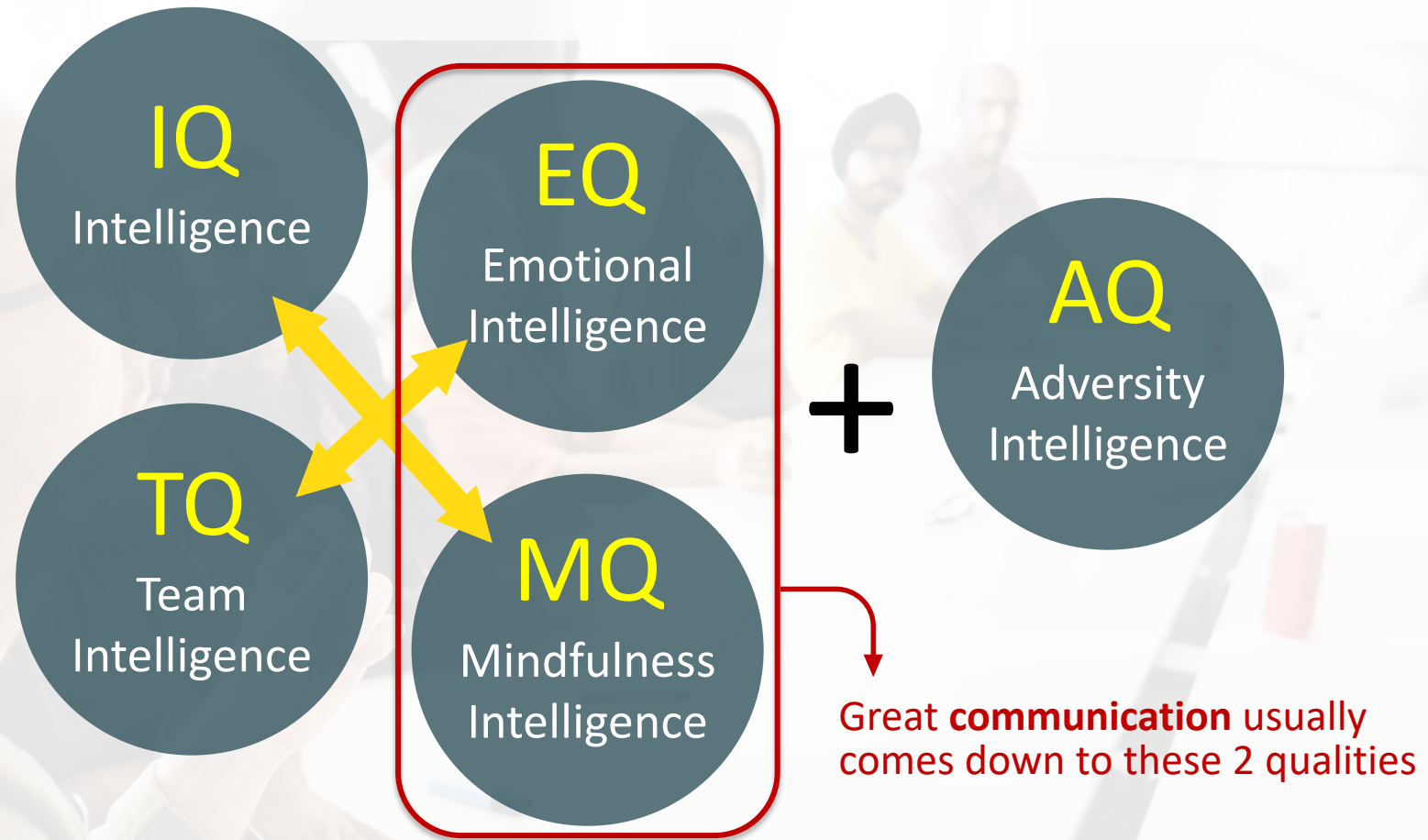


Rule #5

Mindfulness Intelligence (MQ) and Emotional Intelligence (EQ) are equally important for boardroom success

— THE OTHER INTELLIGENCES —

the Qs



See Chapter 13 in my [book](#) on the topic of 'Board Member Evaluation & Selection'

THE OTHER INTELLIGENCES

the Qs

Communication is paramount for a successful Board

Much can be deciphered when observing the interaction and communication style of a Board by its individual members

Are Board Members truly mindful of one another?

Is there emotion clouding otherwise sound decision making?

Is there empathy between Board Members?

Are all Board Members open to voice their opinions?

Is there a deep sense of respect across the entire Board?

The most successful Boards are extremely open to discuss and hear all viewpoints without becoming paralyzed at decision time.



One of the most indicative qualities to observe in a highly-functioning Board is that of

'respectful dissent'

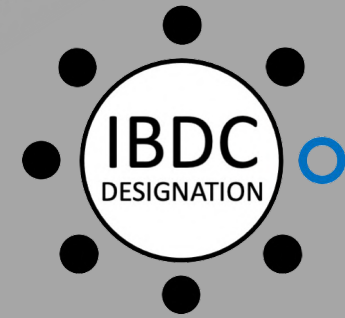
A common example is a Board Member who is outvoted on a voiced preference, but is able to say, ***"I disagree, but I stand by the majority vote of this Board and support the decision 100%."***

Read my article: ['The Art of Respectful Dissent'](#)



A good interviewer will probe to see if you know:

- ...A team, especially a Board, simply doesn't work well when even one individual lacks Mindfulness Intelligence (MQ) or Emotional Intelligence (EQ).
- ...MQ and EQ are foundational to the inner workings and relational dynamic of all Boards.



Becoming an Exceptional Board Director Candidate

— Education & Certification Course —

International Board Director Competency Designation (IBDC.D)

Get modern Board Director Candidate packaging **AND** modern Board operations knowledge all in one shot while **ALSO** earning your globally recognized *International Board Director Competency Designation* (IBDC.D) certification.

1:1

Group

On-Demand

<https://www.pfisterstrategy.com/exceptionalboarddirector>



are you prepared?

Elevate the
conversation
(think strategy &
governance)

Align your
values

Enhance
the fit

Q&A

Contact Mark at mark@pfisterstrategy.com

Performance Coaching details: <https://www.pfisterstrategy.com/performance-coaching>

Board Director Education + Certification details <https://www.pfisterstrategy.com/exceptionalboarddirector>





With a strong focus in Strategy, Governance, and Technology / Cybersecurity, Mark A. Pfister is CEO & Chief Board Consultant of M. A. Pfister Strategy Group, an executive advisory firm that serves as a strategic advisory council for executives and Boards in the public, private, nonprofit, and private equity (PE) sectors. He is also Founder & CEO of the International Board Director Competency Designation (IBDC.D) education and certification program, a Board Director certification course recognized globally, and was previously Chairman & CEO of Integral Board Group, a specialized Board services and consulting company. Mr. Pfister is a *'Board Macro-Influencer'* and his success has been repeated across a wide range of business situations and environments. He prides himself on being a coach and mentor to senior executives and Directors. In Board Director circles, Mr. Pfister has earned the nickname *'The Board Architect.'*

The overarching theme throughout his career has been his aptitude in leadership positions, passionate focus on people, unique governance models, and ability to create value for shareholders and stakeholders through innovative business strategies and operational excellence. Michael Lorelli, Executive Chairman of Rita's Franchise Company, has said, *"Mark's unusual combination of excelling at a macro and micro grasp of business, genuine interest in Governance, and ability to coach and mentor a Management Team make him a terrific Independent Director."*

Mr. Pfister is a certified project management professional and frequently serves as an expert Project Executive, consulting on global programs/projects in their initiation and operational phases, as well as programs requiring remedial focus to bring them back on track. He has deep knowledge and experience in Board design & operations, strategic planning, business transformation, technology implementations, decisioning processes, certification & continuing education programs, executive coaching, and governance models.

Mr. Pfister was CEO of Pro4ia, Inc., an international consulting and professional services company specializing in a wide range of technology solutions utilizing formal Project Management as a proven and repeatable delivery method. With a Fortune 50 client list, Pro4ia was Citibank's Nominee for Crain's *Magazine 'Entrepreneurship of the Year'* Award in 2005. He simultaneously served as CEO of Onit, Inc., a national sourcing company specializing in placements for all levels of technology skill sets. Mr. Pfister was also the Regional Program Office Leader for American Express leading some of the largest technology transformation initiatives in the company's history. He served as a Licensed Engineering Officer in the U.S. Merchant Marine, holds a B.S. from the State University of New York Maritime College in Facilities Engineering, and completed Harvard Business School's Executive Education Program for Board Directors.

Mr. Pfister is the creator of the *'Board as a Service'* (BaaS) engagement model, an industry he is credited with inventing. He is a Master Speaker and conducts international speaking tours, lectures, and seminars focused on effective leadership, strategy, Board architecture, becoming an exceptional Board Director candidate, professional project/program management, and entrepreneurship.

His popular book, *'Across The Board: The Modern Architecture Behind an Effective Board of Directors,'* an Amazon best-seller with circulation in over 70 countries, has influenced an entire new generation of Board Directors.

Mr. Pfister is a proficient Board Director and CEO with experience across multiple industry verticals. He is typically the Chair, or a member of the Strategic Planning Committee, Governance Committee, Technology & Cybersecurity Committee, and has deep Nominating Committee experience. Mr. Pfister's experience as an internationally renowned Board Consultant, having guided and coached hundreds of Boards, Board Committees, and Board Members across public, private, nonprofit, and private equity (PE) verticals, additionally offers up unique and informed viewpoints to the companies he serves.

He holds an *International Board Director Competency Designation* (IBDC.D) through M. A. Pfister Strategy Group, is a certified *Project Management Professional* (PMP) through the Project Management Institute, earned a *Global ESG Board Certification* (GCB.D) through Competent Boards, holds a *Certified Cyber Intelligence Professional* Board Certification (CCIP) through the McAfee Institute, and previously held an *Executive Masters Professional Board Certification* through the American College of Corporate Directors (ACCD).

